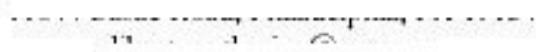
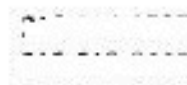


Vacancy Announcement Number: 2016 – EPA-Exec-2017-0004
Senior Executive Service Candidate Development Program
U.S. Environmental Protection Agency
November 13, 2016

Application of: 









Qualification Highlights

- Served in senior leadership positions in the Federal government for 12+ years in multiple environmental media activities, with a concentration in waste and water programs
- Outstanding communications and partnership building skills. Ability to work in fast paced environment with changing and competing priorities.
- Accountable for annual budgets of up to \$390+ million and nearly \$1.5 billion in active grants
- Senior advisor to Presidential appointees on Congressional and government executive relations
- Senior leader charged with spearheading Region-wide diversity, development and inclusion efforts
- Regularly address internal and external audiences, including members of Congress, media and public
-

MANAGEMENT POSITIONS

**Deputy Director, Land and Chemicals Division, GS-15
Region III, Environmental Protection Agency, Philadelphia, PA**

January 2014 - Present

- Directly oversee administration and evaluation of all Division activities including the planning, management, direction and control of technical and administrative areas for 90+ managers and staff responsible for implementation of multiple statutes including the Resource Conservation and Recovery Act, Federal Insecticide, Rodenticide and Fungicide Act, Toxic Substances Control Act in five states and the District of Columbia
- Determine and acquire support for fiscal, human capital, technology and infrastructure needs
- Formulated and executed short and long-range strategic plans
- Fully accountable for a budget of approximately \$25 million annually including all activities related to contracting and grants insuring implementation of programs at the state and federal level
- Oversee Regional efforts to design implementation and state coordination of Agency activities related to new Worker Protection Standards and Pollinator Protection
- Direct Regional efforts on critical public health issues with high political and public health attention including toxics in schools, asbestos and lead exposure related to lead paint
- Coordinated design and execution of a Division-wide reorganization
- Lead all technical and professional development efforts for 90+ employees
- Regularly serve as Acting Director of the Land and Chemicals Division (SES position)
- Leadership role in Regional Deputy Director Forum responsible for development of all policy and procedures related to human capital, budget, and operations of region

**Chair, Workforce Development, Diversity and Inclusion Council
(Collateral Duty) Region III, Environmental Protection Agency, Philadelphia, PA**

January 2013 - March 2016

- Senior leader charged leading lead the design and implementation of a sustained development and diversity program and institutionalization of a culture of inclusion in an organization of close to 800 people.
- Built vision and action plan to address findings and recommendations in the Office of Diversity, Outreach, and Collaboration (ODOC) Report from EPA Headquarters and EPA Region III Employee Viewpoint Survey (EVS) data and make recommendations to address the issues presented in these reports
- Established workgroups and recruited over 50 managers and staff to design and implement action plan
- Make recommendations to Regional Administrator for effective employee growth and inclusion policies, strategies and programs

- Provide on-going input and feedback on regional development, diversity and inclusion initiatives and policies and implement a sustained development and diversity program in EPA Region III and regularly brief and advise the Regional Administrator and Deputy Regional Administrator on these Workforce Development, Diversity and Inclusion initiatives

**Director, Office of Congressional and Intergovernmental Relations, GS-15
Region III, Environmental Protection Agency, Philadelphia, PA**

**April 2004 - January 2014
(except 2011/2012 as noted)**

- Successfully built and maintained productive Agency relationships with national, state and local elected officials, environmental agencies, organized groups and concerned citizens.
- Counseled Regional Administrator and leadership team regarding Federal, state and local legislative matters as well as State relationships at the executive level.
- Lead communication efforts on a myriad of highly sensitive political issues including mountaintop mining, the Chesapeake Bay, natural gas drilling and many others.
- Regularly briefed Congressional Members and Committees,
- Prepared multiple congressional and state legislative testimonies and prepared witnesses on high profile issues

Acting Deputy Director, Water Protection Division

January 2011 - March 2012

- Led all planning, personnel and financial oversight for 140+ people in the Division responsible for implementing Office of Water activities for the Mid-Atlantic Region
- Directly led managers and staff on activities related to the Safe Drinking Water Act, the National Estuary Programs, and state grant programs. During my tenure, this included the successful design and oversight of activities in the new and highly sensitive area of Underground Injection Control related to natural gas drilling
- Directed human capital and funding planning, activity implementation, and reporting on the efforts related to the Executive Order Chesapeake Bay
- Fully accountable for a budget of up to \$390 million annually including all activities related to contracting and grants insuring implementation of programs at the state and federal level.
- Oversaw successful completion of award of \$16.6 million in American Recovery and Reinvestment Act funds
- Built a new process to streamline award of critical water infrastructure projects and insured fiscal oversight and reporting for the 320 active multi-year grants which totaled nearly \$1.5B.

EXECUTIVE CORE QUALIFICATIONS

ECQ1 - Leading Change

As the original Chair of the Workforce Development Diversity Inclusion Council (WDDIC), I was appointed by the Regional Administrator to lead development and implementation of a comprehensive, Region-wide plan to create a workplace which fully utilizes the talents and contributions of all 800+ employees. This effort was initiated to address concerns identified through Employee Viewpoint Surveys (EVS) and an EPA Headquarters report indicating the need for significant improvement in these areas.

- I directed the development of a vision and comprehensive action plan to identify strategic deliverables and meaningful products as well as ways to measure outcomes
- I led a recruitment effort resulting in a diverse group of over 50 managers and staff volunteers to aid in design and implementation of activities
- I identified and overcame barriers to progress and implementation through an adaptive management approach and regular communication at all levels
- Led efforts to create a new recruitment strategy and on-boarding process for new employees which were adopted and were vital in recruiting, processing and acclimating 70+ new hires in less than two years
- A post-interview feedback guide was designed to give useful and consistent advice to candidates, addressing concerns raised by current staff over lack of helpful feedback and career guidance
- I led the WDDIC efforts resulting in a series of innovative events to open frank dialogue on difficult topics, including professionally facilitated discussions on diversity issues, a highly successful civil rights open house, and a well-received diversity training for managers and staff
- Directed the team to create a consistent process for developmental assignments which is now in place to reach multiple grade levels and professional disciplines while addressing critical needs of Agency
- Directed the group in the design and initiation of a regional mentoring program with 70+ participants or nearly 10% of workforce
- Led the team to the development of a guide to "Best Management Practices and Proposed Approaches for Succession Planning" through in depth research on government and private business approaches. This guide is currently being utilized to help build a pipeline for succession planning for the Agency.

ECQ2 - Leading People

As Deputy Division Director (GS15) of the Land and Chemicals Division (LCD) I am responsible for Division-wide human resources management and employee development. This also requires insuring that our state partners, as key contributors to meeting our mission and goals, are adequately trained to do so. And lastly, as a member of the Regional senior management team, I have a responsibility to contribute to addressing the human resource and financial planning for the Region as a whole. In fall of 2014, the Region saw the most significant increase in staff to the organization in recent history. I identified comprehensive training and professional development for new staff as a priority

- Engaged the full LCD management team to design training and development plans for new staff
- I included staff who could be cross trained to support multiple programs which was becoming more necessary in an era of continually declining resources. This also increased staff development opportunity
- Initiated research into group training after discovering that no in-depth, basic training was offered by the Agency and realizing individual training courses would be impossible on our limited training budget
- Midstream, I was informed of widespread need for this training, which had not been offered since 2008, for other EPA employees who perform or support key program functions, and many State partner agencies' staff critical to implementing our environmental programs and achieving our goals.
- Directed staff to broaden the scope of the research to include the maximum number of people who could be trained without losing effectiveness

- I overcame significant funding, administrative and collaboration hurdles, successfully obtaining \$125K in funding, completing a complicated approval process, which included two Regional Administrator briefings, and instilling a collaborative approach among challenging partners
- As a result of my efforts, the Region hosted a highly successful training expanding crucial technical knowledge for over 200 state and federal participants
- Significant contractual and travel cost savings were realized. Costs averaged \$433 per person, as compared to the \$2000 cost of individual training

ECQ 3 – Results Driven

As the acting Deputy Director of the Water Protection Division (WPD), I was accountable for oversight and expenditure of all funding. In 2011, WPD employed 45 grants project officers managing over 320 grants totaling nearly \$1.5B. When I entered the position, a number of large infrastructure projects funded through Congressional earmarks remained unawarded and were vulnerable to loss if not awarded within 5 months. Congressional sponsors pressured the Agency to be patient with applicants in need of the critical funding to provide clean and safe drinking water and sewer service to communities.

- Worked closely with my subordinate manager and staff to determine the extent of the issue and understand each project in depth and what actions were necessary to push each forward
- Outlined specific actions for each award, including assignments, deadlines, and contingency plans
- Shifted resources to ensure sufficient staff, expertise and travel funds to meet the deadline
- Engaged directly and built strong relationships with Congressional offices and local government officials, and led negotiations with the EPA's Office of the Chief Financial Officer (OCFO), and Office of Congressional and Intergovernmental Relations (OCIR) to remove barriers and meet deadlines
- I identified and incorporated permanent process improvements which are still used to ensure better internal and external communication and result in expedited decision-making, approval, and award
- Led WPD to award a record 55 earmark grants within five months totaling over \$21.8M, preserving millions of dollars for critical infrastructure directly resulting in improved drinking water and sewer quality in dozens of municipalities, protecting the environment and public health of millions of citizens

ECQ 4. Business Acumen

As Deputy Director of the Land and Chemicals Division (LCD), I am responsible for insuring quality records and data management to support critical decision-making affecting public health and the environment and to provide public access to this essential information. Upon entering my position, I learned that the records center was not keeping pace with technology nor demand, and was causing potential vulnerability to the Agency. To address this, I led an effort to modernize the center, reduce costs, improve customer service and insure Division-wide utilization.

- Initiated an full examination of LCD's records management operations and directed the subordinate manager to present a list of alternate approaches including financial, staffing and technology options
- Engaged in national and regional-wide conversations regarding the future of records management
- With no Regional or national fixes on the near horizon, I took immediate action to terminate the long-standing contract, reassign staff, obtain funding, and approve purchase of contemporary technology
- Met with the new team to communicate my vision of a modernized records center and kept staff motivated through regular recognition and developmental opportunities
- The modernization efforts resulted in creation and implementation of an electronic records submission and retrieval process resulting in over one million pages of paper records transferred to electronic form
- Funding costs for operation were and reduced costs by 50% and staffing needs were reduced by 40%.

- Document retrieval time was reduced from three days to ten minutes. The increased efficiency and customer service resulted in a corresponding spike in requests from five per day to ten per hour
- The records center is now utilized by all ten organizational units. Vulnerability has been reduced through insuring document security. Centralized electronic document retrieval is now available to Regional Counsel and FOIA requesters, saving significant time for staff and managers throughout the division.
- The National Archives and Records Administration reviewers performing a regional assessment stated that these improvements transformed LCD into the highest performing organization in the Region

ECQ 5 – Building Coalitions

As the EPA Region III Director of the Office of State and Congressional Relations, I was responsible for insuring productive relationships with national, state and local elected officials, environmental agencies, organized groups and concerned citizens. I was the primary advisor to Regional Administrator (RA) and senior management regarding legislative matters and relationships with government executives. In 2009 and 2010, this included a leadership role in the design and implementation of a massive Agency communication effort to prepare for finalization of the Chesapeake Bay Total Maximum Daily Load (known as a TMDL, or pollution diet) to restore clean water in the for the 64,000-square-mile watershed. It would be the largest ever developed by the Agency, setting pollution limits affecting six states and the District of Columbia.

- Engaged immediately with Regional Administrator, and SES Chesapeake Bay Program Director and Administrator's Advisor on the Anacostia and Chesapeake Bay to identify key stakeholders and design an intense, two-year public involvement process aimed at addressing anticipated resistance and pressure from sectors such as agriculture, land developers, and environmental groups
- Led staff, managers and partners in analysis of communication vulnerabilities and opportunities
- Redirected staff resources to shift focus specifically to this outreach effort until the TMDL was final. My staff and I participated in and helped prepare Agency leaders and staff for hundreds of interest groups interactions, 36 public meetings, stakeholder sessions and media interviews throughout the watershed
- Remained directly engaged with stakeholders enabling me to provide current information from all sectors enabling the Agency to adaptively manage efforts and avoid delays and legal actions
- Directed all regional Congressional interaction including Member and staff briefings, hearings, and answers to dozens of written inquiries, including official questions for the Congressional record
- Under my direction and leadership, OCGR made a significant contribution to the issuance of the historic Chesapeake Bay TMDL in December, 2010. OCGR staff were among the many regional employees recognized with an Agency gold medal for outstanding work on this effort

OTHER PROFESSIONAL POSITIONS HELD

- Region III Communications Liaison for DC Lead In Drinking Water and Total Maximum Daily Loads Team Leader 10/2003 – 4/2004
- Special Assistant to the Deputy Regional Administrator 04/2003 - 10/2003
- Acting Deputy Office Director, Environmental Assessment and Management, Environmental Services Division 03/2002 - 7/2002 and 11/02-4/03
- Delaware Estuary Program Director at the Delaware River Basin Commission (DRBC) 7/02-11/02
- Delaware Estuary Program Coordinator (Environmental Services Division) 03/1997 - 03/2002
- City of Philadelphia Mayor's Environmental Cabinet, Philadelphia, PA 11/95 - 2/96
- Broward County Department of Natural Resource Protection Pollution Prevention and Remediation Programs Division, Ft. Lauderdale, FL 4/96 - 5/96
- Pollution Prevention (P2) Coordinator (Environmental Services Division) 02/1991 - 02/1997

EDUCATION AND SPECIALIZED TRAINING

- Master of Public Administration
- Bachelor of Arts, Communications
- Certificate, Integrated Marine Conservation Program

Training and Professional Development

- Federal Executive Institute's Leadership for a Democratic Society
- EPA Successful Leaders Program
- Congressional training: Capitol Hill Workshop; Budgeting & Appropriations; Writing Testimony
- Federal Government Executive Leadership Program
- EPA Watershed Academy

Professional Awards and Recognition

- Gold Medal for Exceptional Service
- Bronze Medals for Commendable Service
- Environmental Services Division Director's Award
- Environmental Services Division Peer Award
- Several Special Act Awards
- Several Sustained Superior Performance Awards
- 3 National Network for Environmental Management Studies fellowships
- Hired as Outstanding Scholar

